WORK LIFE BALANCE OF FEMALE POLICE PERSONNEL IN HIMACHAL PRADESH

SYNOPSIS

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1. Introduction

Human Resource Management term is related with the management of personnel of an organisation. Management of personnel includes all activities like planning, organising, directing and controlling. In human resource management main focus is made on personnel, who are working in the organization in such a way so they can feel comfortable during their working hours. While personnel feel comfortable, their productivity or we can say their performance in particular work increases. The main objective of human resource management is to bring integrity between personnel and organization. Human resource management is a never ending process, because in every organization with the change in time there is change in staff parameters, culture and in policies of the organization. So it becomes mandatory to human resource management to manage the organization according to situations. Human Resource Management is a wide term; it deals with individual employee's goal like promotion, pride, job satisfaction, development, job enrichment, high salary, job security, pride and status etc. So it becomes necessary to human resource management to bring harmony in each aspect related to their human resource. But from the above we cannot say that human resource management is limited to the management of personnel only.

Comparing personnel management to human resource management reveals some differences. In contrast to human resource management, which deals with the economic, social, psychological, and spiritual aspects of human resources, personnel management viewed personnel as purely economic and treated them as contributors to organizational development. This difference in focus demonstrates the broader definition of human resource management.

Work life balance is complex in nature because it covers psychological, physiological, sociological and ethical aspects which are very complex in nature. It also covers social system like social values, human behaviour, attitude and relationships towards jobs.

Human resource management helps in development and economic growth of nation because a nation's development on its resources and use of resources depends upon human resource management. Lack of human resources is largely responsible for backwardness of any organization. Human resource management is the central point of any organisation.it is the human resource which gets all inputs, resources, strategies and policies from the organization to bring desirable result. The management of human resources carries out several tasks. These functions include managerial functions under

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which human resource managers plan, organise, direct and control each aspect related with their employees organization. The next role of human resource management is operational. In this role, HRM carries out all tasks in accordance with pre-established standards. HRM also manages human resources in other ways, including human resource planning, human resource analysis, hiring, placement, induction/training, compensation, and human resource development. Human resource management is a very important segment which directly affects the performance of the employees.

1.1 Work life Balance

The concept of work-life balance dates back to 1930. The phrase "work life balance" was initially used in 1970 to examine how employees managed their time between their homes and workplaces. In 1980s many companies started child care center. The purpose behind is to provide comfortable working environment. The 1990s saw a greater emphasis on providing comfortable working environment so that they can feel relaxed at their work place, but in spite of such facilities still women are not feeling balanced at their work place as well as at home.

For every individual, work-life balance is crucial. In the traditional approach more importance was given to work in spite of working environment. In ancient time workers do their work in very hard conditions, for example, they have to work in poor lighting, extreme temperature, and polluted air. Further from various research evidences it is founded that very small objects like poor lighting, pollution, etc. affects the performance of employees at their work place.

In present time, many laws have been passed to take care of working conditions of the employees. In Factory Act, Labour Act now it is ensured that employers should have to provide facilities to their employees. These facilities include each aspect at work place which affects working as well as performance. These working facilities are related with health, safety, welfare. Still each working condition at different work places differs from each other. While we compare working environment of today's with ancient time it seems that in present time maintenance of healthy working conditions becomes more important. The variables which affect working may be psychological as well as physical. In good working environment every employee feels very pleasant. Good working environment leads to good performance and improvement in productivity.

1.2 Working environment conditions

Healthy working environment is the necessity of the time, because it leads to increase in

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performance and productivity of the employees. So it becomes necessary to all the organization to provide good working atmosphere to their employees. Healthy working environment is an environment in which all employees have healthy conditions. These conditions are:

A. **Atmospheric Conditions**: A pleasant workplace environment improves employees 'productivity. It has an impact on staff attitudes as well. These conditions are the combination of chemical composition of the air, substances given off by people, temperature, humidity, movement of the air.

B. **Temperature**: The most significant factor influencing how well employees perform is the temperature. The impact of temperature on workers' productivity.it also affects the body regulation and accordingly body situation affects our working.

C. **Noise:** noise means unwanted sounds at the work place. we cannot say that noise at work place will not affect the performance of the employees. Actually, it won't have an impact on the performance, because it is predicted. But unpredictable or unwanted sounds adversely affect the performance. Normally in offices and at factories employees adjust the noise level in the range of low to moderate range, but when level of these sounds becomes high employees cannot adjust it. The idea of work-life balance directly addresses the quality of one's working life. Employees feel balanced in their work lives if their work-life quality is high. The way employees feel about every facet of their jobs contributes to their quality of work life. It includes all the aspects of work. Mostly it includes socio and psychological needs of the employees. Quality work life has direct relation with the performance and productivity. If we provide good working conditions, employees give their full efforts to enhance productivity. Quality at workplace is the generic feeling at the work place. These feelings include job security, incentives, rewards, and good interpersonal relationships. Thus, we can conclude that each employee has a unique definition of what a quality work life entail. If there is quality at work the employee feels positive.

D. Employment benefit like medical, housing and other welfare activities.

E. Job security.

F. Job satisfaction.

G. Provisions of autonomy as well as control of developing human resources.

H. Scope for better career opportunities.

1.3 Approaches to improve QWL

A. Participation in work schedule: flexibility can be provided to by employees by these two

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methods:

a) Flexibility in working hours.

b) Compressed working days: There are days when employees work fewer hours, and days when they work more hours.

B. Workshops.

C. Job enrichment.

D. Opportunities for growth.

E. Employees' participation.

F. Suggestion system.

1.4 Preconditions for success of quality work life

A. Management must be committed to an open and progressive mode.

B. Employees must be given opportunities for the achievement to the organization.

C. Employees should receive feedback from supervisor regarding their performance.

D. It is important to examine both the advantages and disadvantages of a high-quality work life.

E. Research on the quality of work is always needed in order to make improvements.

1.5 Areas of quality of working life

A. Health and safety.

B. Maturity.

C. Job design.

D. Job enrichment.

E. Protection of individual rights.

F. Respect for non- working activators.

1.6 Principles of quality of work life balance:

Quality work life balance include following principles

1. Principles of security.
2. Principles of equity.
3. Principal of individualism.
4. Principal of democracy.

From the above analysis we find that to make our employees balanced at work place it becomes mandatory to maintain quality at work place. The following strategies are recommended as a way for us to choose to improve our quality of work life:

5. Flexible work schedule: Workers should be able to adjust their own hours. There should be provision for compressed working hours. Some days these should be longer working

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hours. Some days there should be fewer working hours.

6. Health and safety
7. Job security.
8. Job design.

1.7 Models of work life balance

1.7.1 Working hours model

Figure 1: Working hours model.

Source: *https://www.researchgate.net/publication/41890949*

1.7.2 Career Progression Model

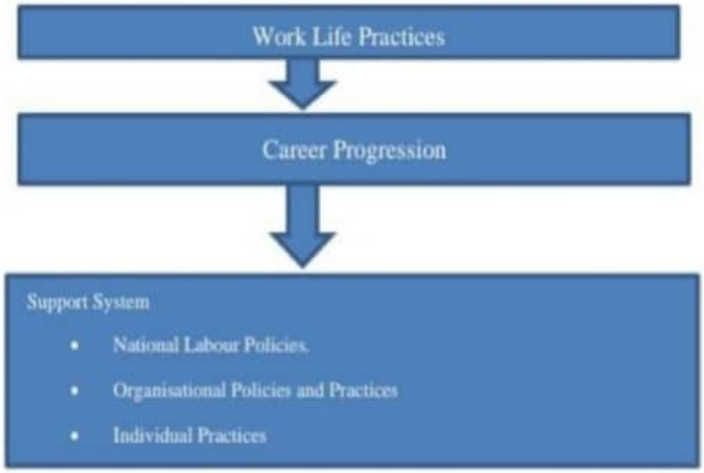

Figure 2: Career Progression Model.

Source:*https://www.google.com/url?sa=t&source=web&rct=j&opi=89978449&url=https://scholar.google.com/citations%3Fuser%3DhLLsEpcAAAAJ%26hl%3Den&ved=2ahUKEwiWtL3jsa-FAxUSV2wGHQXsAhkQFnoECBIQAQ&usg=AOvVaw3y_NPyRfB5zYNC0tkiWmb0*

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1.7.3 Emotional Exhaustion Model.

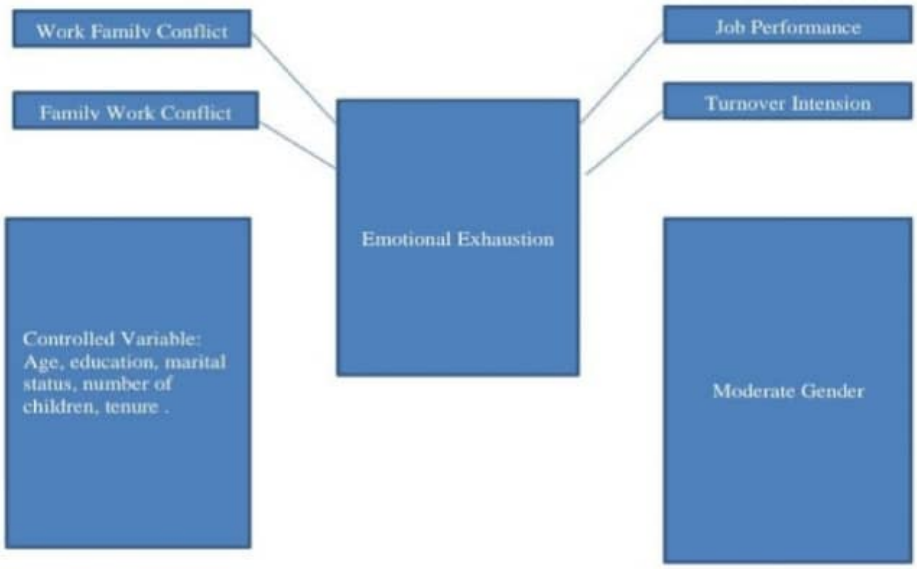

Figure 3: Emotional Exhaustion Model.

Source:*https://www.researchgate.net/publication/242338039_Attitudinal_and_behavioral_consequences_of_work-family_conflict_and_family-work_conflict_Does_gender_matter*

1.7.4 Work Commitment Model

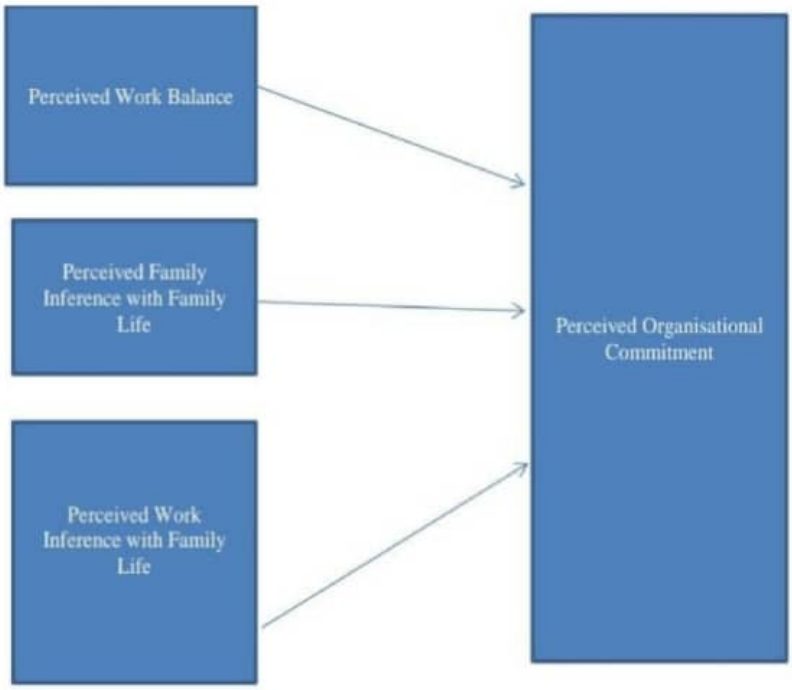
Perceived Work Balance
Perceived Family Inference with Family Life
Perceived Work Inference with Family Life
Perceived Organisational Commitment

Figure 4: Work commitment model.

Source: *http://dx.doi.org/10.5296/ijhrs.v4i2.5667*

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1.7.5 Job Satisfaction Model

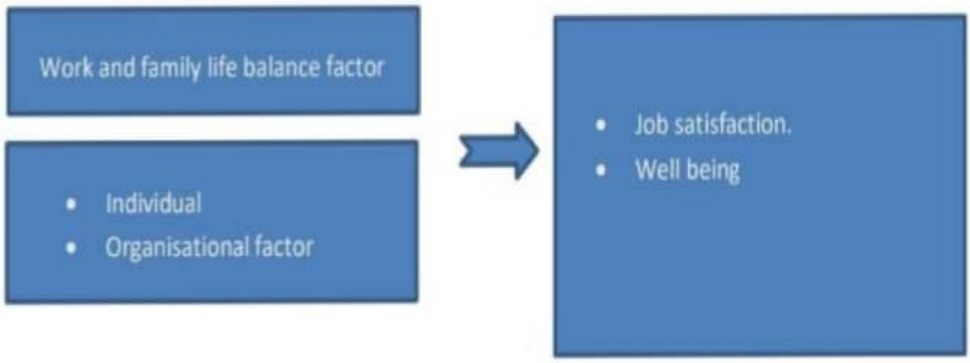

Figure 5: Work commitment model.

Source:*https://scholar.google.com/citations?view_op=view_citation&hl=en&user=WUCjkNYAAAAJ&citation_for_view=WUCjkNYAAAAJ:u5HHmVD_uO8C*

All organisations are impacted by the quality of work-life balance. It affects every aspect of work like problem solving process, decision making process. If employees get quality of work life, they feel balanced at the work place which leads to hike in their performance. It if further becomes mandatory that to bring quality at work place we have to fulfill the following pre-conditions:

1. Committed management.
2. Advancement in opportunities to the employees.
3. Reduce the traditional status barriers.
4. Continuous research.

1.8 Indian Police

Police is a state government empowered body of persons. The objective to constitute this body is to make security of safety, health, life enforcement of the law. They are granted with the power of arrest any person who is involving in illegal activities.

1.9 Himachal Pradesh

An hilly state in northern India is called Himachal Pradesh. It came into existence on 15th April, 1948. Its capital is Shimla and second capital are Dharamshala. It consist twelve Districts. Its total population is 68,64,602 lakhs.

1.10 Himachal Pradesh Police

Security of life, health, and compliance with the law are among the duties assigned to the Himachal Pradesh Police, an agency under the authority of the state government. Crime

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control falls under the purview of the department. The Himachal Pradesh Police Department is structured as follows:

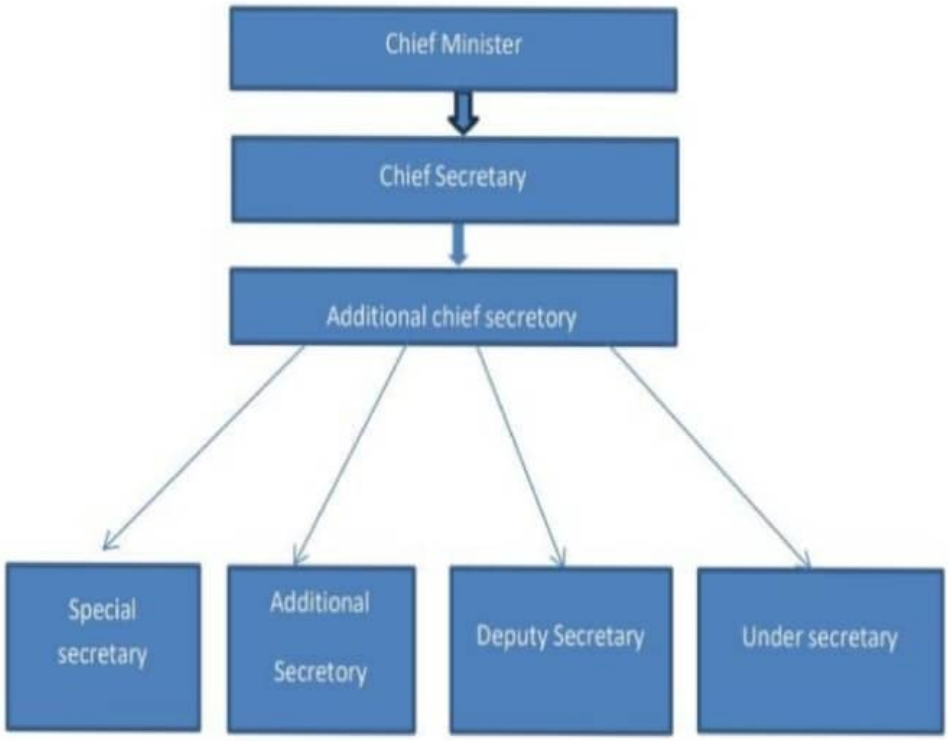

Figure 6: **Organizational structure of Himachal Police**.

Source: *http://citizenportal.hppolice.gov.in*

Every district in Himachal has a female police officer, called a Thana, with the exception of Kinaur and Lauhal Spiti. The recruit training facility was located in the district of Drongarh. Kangra is led by the Principal Deputy Inspector General of Police. Himachal Pradesh has seven battalions of armed police. Six India Reserve battalions, including one HPAS, are stationed in Junga, Shimla; Dharamshala, Kangra; Pandoh, District Mandi; and Jungleberi. First Mahila Battalion was also in Bilaspur (Bassi) and Sirmaur (Kolar). The state now has 114 police stations. At the moment, there are 169 State Police Services Officers, 89 IPS Officers, 2054 NGO Grade-1, and 14794 NGOs Grade-2. Women make up 13% of the Himachal Police force.

2. Literature Review

2.1 Work Life Balance among personnel in General

Beauregard and Henry (2009) examined that an employee's level of commitment to their work is entirely dependent on their ability to maintain a healthy work-life balance. The study also shows that workers who are very dedicated to their jobs are also good at juggling their personal and professional lives.

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Sobia, Farook and Bhutto (2011) The study looked into the lack of correlation between work-life balance and job satisfaction. The study actually supports the idea that job satisfaction is more negatively impacted by work pressure and longer workdays. It has been found that flexible work arrangements and work-life balance are positively correlated.

Sakthivel, Kamalabhan and Selvarani (2011) examined in the study, which found a significant correlation between job satisfaction and work-life balance. The study further founded that job satisfaction and organisational performance have positive relation. It is suggested in the study that management has to focus on enhancement of policies related with work life balance.

Kumari (2012) investigated in the study that male have significant work life balance in comparison to female because extra responsibilities of child and family on women. In the study significant relation was found among work life balance and job satisfaction. The study also concluded that women took more time to be balanced at work place and women employees are more adaptable at work place.

Saleem et al., (2013) revealed in the study that clear task and objectives leads to understand the working system properly. It is also founded that if workers are not happy, they will not able to perform their work properly. Somehow satisfaction negatively affects from it.

Sinha (2013) according to the research, CCIL workers report a moderate to good work-life balance. The study also revealed that work life balance policies ensures high levels of productivity and they also believe that work life policies give long term benefits.

Shravanthi, Deshmukh and Nanjappan (2013) investigated in their study that work life balance programmes work positively to improve the morale, reduce absenteeism among employees. Work Life programmes helps to win each situation of employees as an employer.

Pandu, Balu and Poorani (2013) identified in the study as having a noticeable impact on work-life balance compared to medium- and small-sized organisations in large organisations. Furthermore, it is discovered that women working in the IT and ITes sectors are not as exposed to work-life balance, Due to make compulsion to make policies to bring balance between personal and professional life of employees, employees of IT and ITes feels safe, secure and happy. The study also investigated that top management take it seriously to make policies to bring balance among personal and professional life of women employees.

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Appiah, Marfo and Frempong (2014) in their study stated that paid work and non- work activities makes the employees absentisam from their social and family presence. The employees who have more presence in their job possess less involvement in social activities.

Kim (2014) analysed in his study that organisational support for helping employees maintain work life balance. So it becomes essential for the organisations to understand employees and enhance the level of organisational support to maintain work life balance among employees. For this purpose regular communication with employees becomes necessary.

Au and Ahmad (2014) investigated in their study that companies are now involved in new management processes like to support their employees, so they can become capable to bring work life balance. Management prefers to solve conflicts among their employees.

Mohamad, Mohd and Ariffin (2015) investigated in their study that increases in work load and role conflicts will decrease employee's work life balance. According to this study, improving policies pertaining to flexible working hours can improve work-life balance.

Goyal and Babel (2015) as the study's findings indicate, work-life balance is the HRM domain that demands the greatest attention. Unbalance between personal life and professional can lead to stress. Work life balancing activities and programmes helps to achieve satisfaction and motivation at work place. These activities are like flexible working, deep breathing etc.

Gallie et al., (2017) looked into the hypothesis that HRM strategies like job stability, career development opportunities, coaching, counselling, etc., alleviate stress on the job. So management should have to focus on reducing stress among employees.

Wong, Abdulla and Saili (2017) investigated in their study that support of supervisor and co-workers helps to bring work life balance among employees. An additional element that helps to enhance work-life balance is flexible scheduling. It is also founded in the research that implementation of flexible working parameters mostly depends coordination among supervisor and co-workers. The study suggested that top management should concern with employees to obtain their response because it helps to bring positive result.

Darko et al., (2018) found that, compared to married employees, single workers are more at ease managing their work-life balance. In the study it is also concluded that married women faces more conflicts in comparison to married men. Workers are dissatisfied

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with their familial and social responsibilities. According to the study, management needs to concentrate on developing rules for flexible work schedules.

Tamunomiebi and Oyibo (2020) investigated in their study that balanced work and non - work rule helps to perform better at work place. Study also revealed that political factors and social challenges like corruption, weak institutions, lack of efficient leader leads to conflicts at work place. Study also revealed that work life polies implementation was very poor. To achieve high productivity and good performance among employees, organisations have to make good work life policies and also focus on their proper implementation.

Tkalych, Snyadanko and Guba (2020) investigated work-life balance, focusing on its psychological aspects and practical implications. It utilized descriptive and analytical statistics, along with theoretical research and empirical assessments. Results showed that general well-being and job and family roles satisfaction were positively correlated. Adaptive strategies were identified as crucial for managing work and home-related challenges. Overall, the study emphasized the importance of achieving work-life balance through individual coping strategies and organizational support.

Haralayya (2021) investigated in the study that training in the industries helps a lot to the employees to know about the culture, working environment, functioning of the organization, it helps to create good working environment and also make employees to feel satisfied at work place. Training also helps employees to implement their theoretical knowledge into practical.

Begum, Shafaghi and Adeel (2022) investigated in their study that job insecurity increases during economic crises. During Covid-19 employees feels job security. The study also recommended that Government as well as policy makers in the Organisation have to understand job insecurity and work life balance. The study also investigated that job insecurity affects work life balance, heath, performance and creates family conflicts.

Metselaar, Den and Vermeeren (2023) investigated teleworking in a Dutch public sector organization pre-COVID-19 and its impact on individual performance. Using the Conservation of Resources (COR) theory, it examines teleworking habits and their effects, particularly focusing on remote work and other locations. Through structural equation modeling (SEM) in AMOS, significant pathways from teleworking to performance via autonomy and work-life balance satisfaction were found, highlighting the importance of these factors in telework settings.

Ugwu, Enwereuzor and Mazei (2023) explores how working from home during the COVID-19 pandemic affects work engagement and work-life balance for knowledge

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workers in Nigeria. Using the Affective Events Theory, it finds that higher work engagement is associated with increased home demands, leading to poorer work-life balance. The study suggests implications for theory and practice, acknowledges limitations, and recommends further research.

Rathi and Islam (2024) investigated the relationship between job performance, job satisfaction, and work-life balance among bankers in Dhaka. Data from 100 participants from public and private banks were analyzed using SPSS. Results reveal a significant and positive correlation between these factors, with job satisfaction emerging as the strongest predictor of job performance. The findings contribute to the understanding of human resource management and have implications for academics, practitioners, and HR managers in improving organizational effectiveness.

2.2 Work Life Balance with special reference to Police Personnel

Tremblay, Genin and Loreto (2011) stated in their study that most of the worker has work life balance issues at work place. Formal and informal work support also affects work life balance. Paternity is also considered as a factor which affects work life balance among younger generation. It is also founded that work life balance is supported at work place. It is also founded that supervisors and colleagues plays very important role to manage work life balance at work place.

Kazani and Singh (2015) stated in the study that job satisfaction affects the working. Working experience of employees determines the level of job satisfaction in spite of demographic factors. The study suggested that appropriate programmes should be to bring job satisfaction among employees.

Yawalkar and Sonawane (2016) investigated in their study that police personnel have flexible working hours. Majority of the police personnel are working for more than ten hours. Further it is investigated that majority of the personnel are engaged in crime detecting activities, documentation duties in election, strike handling duties etc. It is also revealed that maximum personnel are facing problems of facing problem of undefined roles, excess work load, no-fix working place etc. It is suggested to make work life balance policies.

Shanmughavadivu and Sethuramasubbiah (2018) concluded in the study that majority of the staff feels excess work load. Majority of the women feels that there is ambiguity about work role. Half of the employees feel low level of conflict. Moderate level of work stress is founded among women police employees.

Kaushal and Parmar (2019) founded in their study that work life balance is influenced at

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different levels of age. Police personnel of less age faces more difficulties. Further it is founded that female personnel faces more conflicts at their work place in comparison to men police personnel. It is also revealed that for married police personnel the job becomes more challenging. It is suggested in the study that flexible and open minded opportunities should be implemented to bring balance in the job of police personnel.

Viegas and Henriques (2021) examined the link between job satisfaction, work-family conflict, and job stress among 100 police officers in Goa. It finds strong positive correlations between job stress and work-family conflict, and strong negative correlations between job stress and job satisfaction. However, job satisfaction's correlation with work-family conflict is statistically

insignificant. The findings support the job strain model and suggest interventions to reduce stress and conflict, promoting a healthier work-life balance among officers and potentially improving public safety outcomes.

Li et al., (2022) investigated the effects of the COVID-19 pandemic on police officers' work stress and turnover intention in Hong Kong. It examines how conflicts between work and family domains impact occupational stress and turnover intention. Findings reveal that both family-to-work and work-to-family conflicts contribute to stress and turnover intention among officers. Moreover, supervisory support is linked to lower turnover intention and moderates the impact of work-to-family conflicts. The study suggests measures to alleviate work stress during public health crises.

Granholm et al., (2023) examined the components of a sustainable and healthy lifestyle for patrolling police officers in Europe. Following PRISMA guidelines and utilizing the GRADE-CERQual tool, sixteen articles were analyzed. The findings reveal that resources and obstacles to a healthy lifestyle are linked to life balance theory. A linkage model was developed, highlighting the impact of work life on physical, social, and mental health. The study emphasizes the importance of addressing work-life balance to enhance overall health and well-being among patrolling police officers.

Sandhya (2024) This study conducted literature reviews to identify research gaps in work/life balance, specifically in the police sector, and developed a conceptual framework to address these gaps. Using the PRISMA framework, potential areas for future research were identified. The study aims to assist police officers in maintaining work-life balance, even during challenging circumstances like COVID-19, and proposes strategies for companies to support employee well-being.

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3. Research Gap Identification

From the literature it is founded that various researcher in foreign as well as in some states of India has studied the work life balance of personnel and in their studies, they revealed that most of the personnel are facing stress due to various factors like working factors as well as family issues. From review of literature it is cleared that some studies are also conducted on work life balance of police personnel. The literature gives clear indication that only few factors (demographic factors, marital status, and family pressure) are studied to know the quality of work life balance of police personnel. Most of the factors are not yet covered. The factors which are not covered yet are:

A. Non-monetary benefits.

B. Support of management.

C. Financial, moral and emotional support of spouse.

From the literature it is also identified that some studies in few Districts of some states of India has made on quality of work life balance of police personnel. Himachal Pradesh is also the state in which the studies to identify the quality of work life balance of police personnel are very limited, only demographic factors of work life balance among police personnel are covered yet.

4. Objectives:

1. To find the factors affecting work-Life balance among female police personnel in Himachal Pradesh.
2. To analyse the impact of factors affecting work life balance of female police personnel in Himachal Pradesh.
3. To analyse the factors of job satisfaction and psychological wellness among female police personnel in Himachal Pradesh.
4. To find the problems and challenges to improve the work life balance among female police personnel in Himachal Pradesh

5. Proposed Methodology

To attain the objectives of the study primary and secondary data has been used. Data is collected from various sources like: journals, research papers, newspapers, personnel interviews etc. Data collected is classified and analysed with various statistical tools and presented in tabular and graphical forms and interpreted as per requirement.

Research Design and Data sources

The study is descriptive in nature. For the study primary and secondary data is used.

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Primary data will be collected from women police personnel. The data will be collected through personal interviews, observation methods and field surveys, the secondary data will be collected from news articles and journals as well as from the internet.

Questionnaire: questionnaire is the set of questions related to a particular topic. The primary data will be collected through questionnaire method. A sample size will be drawn and questions related with work life balance of women police personnel are asked from the selected sample size of respondents

Interviews: To know the views of women police personnel discussion of some questions will be undertaken.

Sample Design: selection of State: - The state of Himachal Pradesh has been selected for conducting the study.

Sample Size: For the study data is collected from 325 female police personnel, working in different reserve police battalions of Himachal Pradesh.

The formula to calculate the Sample size is mentioned below:

$$n = \frac{n_0 \times N}{n_0 + (N - 1)}$$

Here, n = Sample size of known population.

n_0= Proportion of unknown population.

N = Known population size.

Appropriate scaling method of research will be used as per the requirement of data. **Research Tools and Techniques:** keeping in view the nature of study the data collected will be analysed with the help of following methods:

Mathematical Tools: In the present study collected data will be analysed with the help of mathematical tools such as percentage and simple average were needed.

Statistical Tools: The study will make sure of statistical tests like measures of central tendency, measures of dispersion, parametric and non- parametric tests, measures of central tendency and dispersion includes tests such as mean, median, mode, standard deviation, and test for skewness, kurtosis, and co-efficient variation. Parametric test will include use of z-test and f-test to test difference between mean of two samples.Non-parametric test to be used including the chi-square test.

Appropriate statistical method will be used as per the requirement of data.

***Scaling Techniques*:** various scaling techniques of research are like Likert Scaling, Semantic Differential Scales, Stapel's Scale, Multi-Dimensional Scaling, Thurston Scales, Gultman Scales.

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6. Thesis Outline:

Chapter 1: This chapter will give all the insights of human resource management and work life balance and police personnel of Himachal Pradesh.

Chapter 2: This chapter will provide detail of existing literature.

Chapter 3: This chapter will give detail of research methodology and data collection.

Chapter 4: This chapter will deal with analysis and interpretation of data.

Chapter 5: This chapter will include summary and conclusion of the study.

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CERTIFICATE

(SYNOPSIS APPROVAL CERTIFICATE)

This is to certify that the Synopsis for Ph.D. Thesis titled, "Work Life Balance of Female Police Personnel in Himachal Pradesh", submitted by Mrs. Anjna Kumari to Career Point University, Hamirpur (H.P.), India in the partial fulfilment of the requirement for the degree of **DOCTOR OF PHILOSOPHY** in the Department of Commerce & Management Studies, School of Business and Management Studies has been approved by Research Advisory Committee (RAC) after an oral Examination of the student on dated.12/06/2023

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